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ABSTRACT

The collective negotiation process between professional teachers organizations and school systems is fast becoming a full time job. Many school districts employ professional negotiations specialists to handle bargaining on behalf of school boards. To obtain an idea of current practices in assigning the function of chief negotiator, the Educational Research Service sent a questionnaire to 128 school systems (over 50,000 pupils) known to have negotiated agreements with teachers. Results of this survey indicate a variety of qualifications, titles, functions, responsibilities, and salaries assigned to professional negotiators. Job descriptions from seven school districts employing full time negotiators are included. (RA)

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CHIEF NEGOTIATOR FOR THE ADMINISTRATOR - BOARD TEAM

Any school official who has gone through the process of negotiating a comprehensive contract with the professional organization representing its teachers is well aware how time-consuming it is to prepare for and conduct the bargaining sessions, and to carry out and monitor the resulting agreement. In addition, some systems are also faced with the task of going through the same process with administrator and classified employee groups. In such a school system, particularly if it is a very large one, the negotiation process becomes a full-time job. Although legally a board of education must ratify an agreement with the teachers' bargaining agent, often neither the board nor the Superintendent is able to take on the intense and time-consuming duty of negotiation in addition to other responsibilities, particularly since board membership is already a second job for most. Also, few superintendents and board members can claim expertise in collective negotiations.

Faced with this situation, school systems have taken several different approaches to staffing for this increasingly important function. Over the four years the Research Division of the National Education Association has collected data on the status of negotiation between teachers and school boards, the percentage of systems reporting that the Superintendent or a board member acts as chief negotiator has steadily declined. It has been suggested that this is due in part to the fact that a number of systems are assigning the responsibility to another administrator, hiring specialists to handle the chief negotiator role, and in fact in the larger systems this function is being handled more and more by a person employed full-time to work in the area of collective negotiation.

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To obtain an idea of current practice in assigning the function of chief negotiator, the Educational Research Service in October 1969 sent the questionnaire reproduced on pages 16-18 to 128 school systems. All of the systems with 50,000 or more pupils were surveyed, as well as a selected group of smaller systems which were known to have negotiated agreements with teachers. The number of questionnaires sent to systems of various sizes, the number returned, and the distribution of replies in each category are tabulated in Table A below. The 124 systems represent a 96.9 percent response.

In the questionnaire no distinction was made between the various types of agreements under which the responding systems might be operating. It is possible to obtain this information, however, from the files of the NEA Research Division's Negotiation Research Unit. Such information has direct bearing on the amount of staffing necessary to carry out the type of agreement in force. It is reasonable

Table A

SUMMARY OF REPLIES TO CHIEF NEGOTIATOR SURVEY

Irdividual who acts as chief negotiator for the board team	Size of school system and number responding					
	100,000 or more	50,000 99,999	25,000 49,999	12,000 24,999	Under 12,000	Total
	25 systems	56 systems	9 systems	29 systems	5 systems	124 systems
Full-time PN specialist	5	9	5[a/]	2	..	21[a/]
Employee with other duties	6	18	2	6	3	35
Outside specialist employed part-time	1	3	1	16	..	21
Co-chairmen	2	2	1	..	..	5
Not applicable	11	24	..	5	2	42
No reply	1	..	..	2	1	4
Questionnaires sent	26	56	9	31	6	128

a/ Hartford, Connecticut employs an Administrative Aide for Employer-Employee Relations who is employed full-time in the area of collective negotiations; however, an attorney sits as chief negotiator in the actual bargaining sessions.

that most districts with Level I, II, or III (procedural)[1/] agreements would not find it necessary to employ a professional negotiation specialist on a full-time basis. Such a specialist is more likely to be found in systems with a Level IV agreement (comprehensive); in fact, only nine of the responding systems with a comprehensive agreement said the questionnaire was not applicable because the Superintendent or a board member serves as chief negotiator.

Of the other 32 systems tabulated in the "Not applicable" category in Table A, 15 systems have procedural agreements (Level I, II, or III), and 18 do not operate under any type of written agreement. The names of all 42 systems in the "Not applicable" category are listed on page 11.

Because of the small sample taken among systems with less than 50,000 pupils, no attempt has been made to report the results of this questionnaire in percentages or to draw any conclusions which might be misconstrued as nationwide conditions. It is fairly certain, however, that with the exception noted below, this survey reports on all PN specialists in the full-time employ of local school systems, since a similar question in the NEA Research Division's annual negotiation survey in the fall of 1969 turned up no additional full-time PN specialists who act as chief negotiator for systems enrolling 1,000 or more pupils. Doubtless, the picture will be vastly different in ensuing years.

It should be noted that the one nonresponding system with more than 25,000 pupils, New York City, employs a Director of Staff Relations, who is a specialist in collective bargaining with teachers.[2/]

THE PROFESSIONAL NEGOTIATION SPECIALIST EMPLOYED FULL-TIME BY LOCAL SCHOOL SYSTEMS

Twenty-one school systems reported a position occupied by "a regularly-employed staff member whose full-time duties are in the area of collective negotiations and related functions." Obviously the position is still in its infancy,

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1/ Four types of negotiation agreements are defined by the NEA Research Division's Negotiation Research Unit, as follows:

Level I - Recognition of an organization or elected committee as a bargaining agent.
Level II - Same as Level I, plus a plan for meeting of the parties involved.
Level III - Same as Level II, plus procedures to be followed in resolving disagreements.
Level IV - May have any or all elements of a Level III, plus an actual negotiated provision ratified by the parties incorporated into an agreement.

2/ Michigan Law Review 67: 1033; March 1969.

which may account in large part for the wide variety in the characteristics of the position and in the titles and qualifications of the persons who occupy it. In one case noted in the footnote to Table A, for instance, this person does not act as chief negotiator, but has been included because he performs all the other duties assigned on a full-time basis to the 20 PN specialists who do act as chief negotiator for the board.

Title. As can be seen from a glance at Column 2 of the system-by-system listing in Table 1, pages 8-9, the professional negotiation specialist often carries the title of "Director" (12 systems). In two systems he is designated "Personnel Assistant." The titles "Manager," "Associate Director," "Executive Director," "Coordinator," "Administrative Assistant," "Administrative Aide," and "Chief Negotiator" are each applied in one system. The 18 systems which add a descriptive phrase to his title use "Employee Relations" (seven systems); "Staff Relations" (five systems); "Employer-Employee Relations" (two systems); or "Employment Relations," "Personnel Relations," "Negotiations and Policy Development," "Labor Relations" (one system each).

Salary. The 1969-70 salary of the chief negotiator ranges from $24,000 in two large systems to $15,000 in two other systems. The replies from the 20 systems which answered this question are tabulated below:

$15,000-15,999 -- 3 systems	$20,000-20,999 -- 2 systems
16,000-16,999 -- 2 systems	21,000-21,999 -- 2 systems
17,000-17,999 -- 1 system	22,000-22,999 -- 2 systems
18,000-18,999 -- 4 systems	23,000-23,999 -- 1 system
19,000-19,999 -- 1 system	24,000 -- 2 systems

Administrator to whom responsible. Fifteen of the 21 specialists for PN report directly to the Superintendent of Schools. Of the remaining six, five report to the person in charge of staff personnel (Assistant Superintendent, 1; Associate Superintendent, 2; and Director, 2). The administrator to whom the PN specialist reports in the remaining system, which is in the process of decentralizing, is the Associate Superintendent, Department of Field Management.

Qualifications of incumbent. Two of the 21 specialists possess doctor of laws degrees (LL.D. and J.D., respectively), while four have earned an Ed.D. or Ph.D., and one has a sixth-year degree in administration. Of the nine who have master's degrees, one said that while he does not have a law degree, he spent one and one-half years in law school before changing to education and psychology. Two specialists have B.S. degrees, and one an LL.B. One system, which had not filled the position at the time of response, said the educational requirement of

Table B

SUMMARY: DUTIES AND RESPONSIBILITIES OF 21 PROFESSIONAL NEGOTIATION SPECIALISTS EMPLOYED FULL-TIME BY LOCAL SCHOOL SYSTEMS

Professional negotiation functions	Primary responsibility	Secondary responsibility	No distinction	Not a responsibility
Serve as chairman of administration-board negotiating team.	17	..	3	1[a/]
Collect and prepare data and information required in negotiating sessions.	13	5	2	1
Advise and confer with superintendent as to status of negotiations.	15	3	3	..
At direction of superintendent, report to board on developments in negotiations.	8	10	2	1
Brief principals and other middle administrators regarding demands of teacher negotiating team; obtain reactions of principals and other middle administrators.	9	8	3	1
Brief principals and other middle administrators regarding the provisions and implications of negotiated agreement.	9	9	3	..
Obtain from principals, other administrators, and supervisors suggestions and recommendations for counter-proposals for subsequent negotiating sessions.	7	11	3	..
Duplicate (or print) negotiated agreement for distribution to staff.	4	13	3	1
Assist superintendent with press releases and in contacts with communications media, in cooperation with public relations department of school system.	1	14	1	5
Monitor implementation of agreement.	11	6	3	1
Conduct inservice training sessions for principals and other middle administrators to enable them better to cope with changes and adjustments that result from collective negotiation.	4	11	2	4
Administer the grievance procedures.	10	7	3	1
Collect comparative data from other school systems and other sources relative to salary schedules, fringe benefits, and developments in negotiation.	7	11	2	1
Collect copies of negotiated agreements, grievance procedures, and similar information from other school systems.	5	13	2	1
Keep abreast of provisions and changes in state statutes on negotiation, court decisions, and relevant rulings of state agencies which administer negotiation procedures in the state.	9	9	3	..

a/ See footnote on Table A, page 2.

the chief negotiator position is an M.A. plus. One respondent did not report his educational qualifications.

Eighteen of the 20 respondents have had experience as a teacher, administrator, or both. Eight have labor relations experience in industry; and six have previous collective negotiation experience in education. Only two had practiced law, as is evident from the degrees reported. The system seeking to fill the PN specialist post is requiring the candidate to have experience as teacher, administrator, and negotiator in bargaining sessions with or for teachers.

Duties and responsibilities. The questionnaire provided a list of duties which it was believed might be performed by the full-time chief negotiator. The respondents were asked to check whether each duty was a primary responsibility (i.e., more time-consuming, crucial, or demanding), a secondary responsibility, or not a responsibility of his job. The number of respondents checking each duty as primary or secondary is shown in Table B on page 5. Respondents in three systems did not distinguish between primary and secondary responsibilities and thus the items checked by them appear under the heading "No distinction." Additional duties mentioned by one respondent each were: maintaining the school board policy manual; attending appropriate meetings on professional negotiations; meeting with the organizations recognized for bargaining purposes; and staff responsibility for safety.

Job descriptions. Reproduced on pages 12-15 are seven job descriptions submitted with the questionnaire responses of systems employing full-time PN specialists as chief negotiators.

SCHOOL-SYSTEM EMPLOYEES WHO SERVE AS CHIEF NEGOTIATOR IN ADDITION TO THEIR DUTIES IN OTHER AREAS

As can be seen from Table A, on page 2, 35 of the 124 responding systems said that a full-time school employee with primary responsibility in another area acts as chief negotiator "in season." The largest number of these persons (14) represents the administrators in charge of personnel. Four systems assign the job of chief negotiator to the executive in charge of general administration. The school-community relations director has this responsibility in three systems, and the administrative assistant to the Superintendent, the research director, and the chief business administrator are each utilized by two systems. The following positions were mentioned by one system each: Deputy Superintendent, Assistant Superintendent, Board of Education Attorney, Board of Education Secretary (not the Superintendent),

Program Coordinator, Assistant Superintendent in Charge of Curriculum and Employee Relations, the Assistant Superintendent of Instruction, and the Assistant Superintendent for Special Services. The individual responses from the 35 systems are tabulated in Table 2, on page 10.

OUTSIDE SPECIALISTS EMPLOYED ON A PART-TIME BASIS TO ACT AS CHIEF NEGOTIATOR

A system-by-system listing of the 21 systems which employ an attorney or negotiation specialist to act as chief negotiator appears as Table 3, on page 11. Sixteen of these specialists are lawyers (including one former board attorney), four are collective negotiation experts, and one is both a lawyer and a collective bargaining specialist.

CO-CHAIRMEN OF BOARD NEGOTIATING TEAMS

Five systems indicated that two persons serve as chief negotiators for the board of education in bargaining sessions with teachers' organizations. Springfield, Massachusetts, employs on a part-time basis an attorney who works with the Assistant Superintendent for Personnel and Research. Columbus, Ohio, also uses an attorney, who teams up with the Executive Assistant to the Superintendent. An Assistant to the General Superintendent and a part-time labor relations consultant negotiate as co-chairmen for the Chicago Board of Education. In Clark County, Nevada, the Associate Superintendent for Personnel and a labor-management specialist sit as co-chairmen. The Assistant Superintendent for Pupil Personnel and the Director of Planning and Development share the responsibility in Dayton, Ohio.

TABLE 1. SYSTEMS WHICH EMPLOY A STAFF MEMBER WHOSE FULL-TIME DUTIES ARE IN THE AREA OF COLLECTIVE NEGOTIATION

School system and fall 1968 enrollment	Title of person who acts as chief negotiator for board of education in negotiations with teachers	Salary, 1969-70	To whom does he report?	Education and experience of incumbent
1	2	3	4	5
SAN DIEGO, CALIF. 123,882	Manager of Employee Relations	$24,000	Superintendent	B.S., LL.B.; 20 years in labor relations in industry.
DENVER, COLO. 96,085	Executive Director of Staff Relations	$18,575	Superintendent	B.S., M.A.; experience in education.
JEFFERSON COUNTY, COLO. (Lakewood) 54,229	Director of Staff Relations	$15,000	Superintendent	B.A. + 40 hours administrative graduate study; 10 years as teacher; 10 years as industrial negotiator.
HARTFORD, CONN. 26,716	Administrative Aide for Employer-Employee Relations a/	$18,150	Superintendent	M.A. in education, sixth year degree in administration; 20 years as classroom teacher; experience as negotiator and business agent for AFT.
WASHINGTON, D. C. 145,951	Director, Employer-Employee Relations	$16,946	Associate Superintendent, Personnel	B.S., extensive special schooling and seminars in personnel and labor relations; 20 years in labor relations in private sector.
FORT WAYNE, IND. 39,120	Director of Employee Relations	$18,000	Superintendent	B.S., M.S. in education and psychology; 1½ years of law school; 5 years as college teacher of industrial psychology; 15 years industrial experience in personnel and labor relations.
GARY, IND. 48,941	Personnel Assistant	$15,000	Director of Personnel	B.S. in education, LL.D.; 1 year as English teacher; experience as attorney in industrial relations and labor relations for steel manufacturer.
WICHITA, KANS. 70,051	Director of Employment Relations	$15,400	Director of Personnel Services Division	Ed.D. in administration; 2 years as teacher, 2 years as counselor, and 3 years as administrator.
ANNE ARUNDEL COUNTY, MD. (Annapolis) 59,233	Director of Staff Relations	$20,000	Superintendent	Ed.D. in elementary education; 30 years as principal, supervisor of research, and director of personnel.
BALTIMORE, MD., city schools 191,733	Director of Staff Relations	$17,500	Superintendent	M.Ed., LL.B.; 10 years as teacher and administrator.
BOSTON, MASS. 92,602	Personnel Relations Coordinator	$22,645	Associate Superintendent, Personnel	A.B., A.M., Ed.D. in math; college professor, math teacher, department head, director of adult education and recreational activities.

a/ HARTFORD, CONN.: The Administrative Aide for Employer-Employee Relations works full-time in the area of collective negotiations; however, an attorney is hired during the bargaining sessions to act as chief negotiator, assisted by the Administrative Aide.

TABLE 1. (Continued)

School system and fall 1968 enrollment	Title of person who acts as chief negotiator for board of education in negotiations with teachers	Salary, 1969-70	To whom does he report?	Education and experience of incumbent
1	2	3	4	5
ANN ARBOR, MICH. 17,235	Assistant for Personnel (Chief Negotiator)	$20,000	Superintendent	Position not yet filled. Required qualifications: M.A.+; experience as teacher and administrator; experience in negotiating teacher contracts.
DEARBORN, MICH. 22,093	Director of Labor Relations	$23,580	Superintendent	M.A. in history, Ph.D. candidate; 9 years as K-12 teacher, 10 years as college teacher and administrator; 10 years with AFT, 5 years in administrative negotiation.
GRAND RAPIDS, MICH. 34,062	Director of Employee Relations	$21,000	Superintendent	B.S., M.A. in industrial education; 3 years as high school teacher, 3 years as junior college teacher of industrial management; 4 years as union steward in industry; 3½ years in present assignment.
ST. PAUL, MINN. 50,383	Associate Director of Staff Relations	$24,000	Superintendent	Ph.D. in educational administration and educational psychology; experience as teacher, counselor, and personnel administrator; 2 years' experience in negotiating with teachers.
CINCINNATI, OHIO 89,646	Director of Employee Relations	$17,182--19,022 scheduled in 4 steps	Associate Superintendent, Department of Field Management	M.A. in general school administration; 19 years' experience in education (teaching, administration, staff personnel work, and classified and certificated negotiations).
FAIRFAX COUNTY, VA. (Fairfax) 129,979	Director of Employee Relations	No reply	Assistant Superintendent for Personnel	Experience in school personnel work and in employee negotiation.
HIGHLINE SCHOOL DISTRICT, WASH. (Seattle) 30,061	Administrative Assistant, Negotiations and Policy Development	$18,000	Superintendent	M.A. in educational administration; 17 years as teacher, counselor, vice principal, principal, and administrative assistant.
SEATTLE, WASH. 95,417	Director, Employee Relations	$21,500	Superintendent	M.A. in social science; teaching experience at all levels; experience in personnel and guidance administration; staff member of 2 labor unions.
KANAWHA COUNTY, W. VA. (Charleston) 57,739	Director, Employer-Employee Relations	$16,000	Superintendent	B.A. in English and education; 5 years as teacher and industrial training director; experience as industrial relations manager (including labor relations).
MILWAUKEE, WIS. 124,974	Chief Negotiator	$22,750	Superintendent	J.D.; 15 years as assistant city attorney, 5 years as legal counsel--city negotiations.

TABLE 2. SYSTEMS WHICH UTILIZE A REGULARLY-EMPLOYED STAFF MEMBER TO ACT AS CHIEF NEGOTIATOR IN ADDITION TO HIS OTHER DUTIES

School system and fall 1968 enrollment	Chief negotiator
1	2
TUCSON, ARIZONA 50,592	Administrative Assistant
FRESNO, CALIF. 56,553	Administrative Assistant, Office of Planning and Research Services
GARDEN GROVE, CALIF. 50,145	Assistant Superintendent, Personnel Services
OAKLAND, CALIF. 64,301	Director of Research
SACRAMENTO, CALIF. 51,135	Deputy Superintendent
SAN FRANCISCO, CALIF. 93,905	Associate Superintendent, Administration
PINELLAS COUNTY, FLA. (Clearwater) 72,071	Executive Assistant Superintendent, Personnel Relations
INDIANAPOLIS, IND. 107,102	Assistant to the Superintendent, School-Community Relations
JEFFERSON COUNTY, KY. (Louisville) 74,847	Associate Superintendent for Personnel
PORTLAND, ME. 13,711	Assistant Corporation Counsel
BALTIMORE COUNTY, MD. (Towson) 112,491	Assistant Superintendent in Staff and Community Relations
MONTGOMERY COUNTY, MD. (Rockville) 111,232	Assistant Superintendent for Personnel Services
PRINCE GEORGE'S COUNTY, MD. (Upper Marlboro) 123,569	Assistant Superintendent for Business, Plant Planning, and Construction
SOMERVILLE, MASS. 12,770	Program Coordinator
BERKELEY, MICH. 9,000	Director of Staff and Community Relations
DETROIT, MICH. 298,027	Deputy Superintendent, Division of Staff Relations/Chief of Labor Negotiations
GARDEN CITY, MICH. 13,585	Administrative Assistant, Personnel
ROCHESTER, MICH. 7,500	Director of Personnel
ROYAL OAK, MICH. 19,850	Assistant Superintendent
SOUTHFIELD, MICH. 14,241	Assistant Superintendent in Charge of Curriculum and Employee Relations
UTICA, MICH. 15,044	Director of Personnel and Employee Relations
WARREN, MICH. 27,600	Associate Superintendent of Personnel and Employee Relations
MINNEAPOLIS, MINN. 70,691	Associate Superintendent, Personnel
KANSAS CITY, MO. 74,935	Assistant Superintendent in Charge of Administrative Services
OMAHA, NEBR. 60,321	Secretary, Board of Education
ALBUQUERQUE, N. MEX. 76,428	Executive Assistant to the Superintendent
AKRON, OHIO 58,552	Assistant Superintendent, Professional Personnel
CLEVELAND, OHIO 152,316	Assistant Superintendent, Personnel
TOLEDO, OHIO 59,879	Administrative Assistant, Administration
OKLAHOMA CITY, OKLA. 75,457	Assistant Superintendent of Instruction
EL PASO, TEXAS 59,523	Assistant Superintendent, Special Services
GRANITE SCHOOL DISTRICT, UTAH (Salt Lake City) 59,681	Deputy Superintendent, Personnel
NORFOLK, VA. 55,907	Assistant Superintendent for Business and Finance
TACOMA, WASH. 35,442	Administrative Assistant, General Administration
SHOREWOOD, WIS. 2,500	Director of Personnel

TABLE 3. SYSTEMS WHICH EMPLOY AN OUTSIDE SPECIALIST TO ACT AS CHIEF NEGOTIATOR

School system and fall 1968 enrollment	Chief negotiator
1	2
EAST HARTFORD, CONN. 12,365	Attorney
MILFORD, CONN. 12,065	Attorney
NEW HAVEN, CONN. 20,865	Attorney
CHICOPEE, MASS. 12,985	Attorney
NEW BEDFORD, MASS. 15,137	Attorney
ROSEVILLE, MICH. 14,054	Specialist in collective negotiation
SAGINAW, MICH. 22,809	Attorney
NEWARK, N. J. 75,856	Attorney
LEVITTOWN, N. Y. 17,436	Specialist in collective negotiation
MASSAPEQUA, N. Y. 16,276	Attorney
MOUNT VERNON, N. Y. 12,187	Attorney
NEW ROCHELLE, N. Y. 12,234	Specialist in collective negotiation who is also an attorney
YONKERS, N. Y. 29,433	Attorney
PORTLAND, ME. 78,978	Attorney
PHILADELPHIA, PA. 271,100	Attorney
PITTSBURGH, PA. 76,543	Attorney
CRANSTON, R. I. 13,306	Attorney
RAPID CITY, S. DAK. 12,596	Attorney
GREEN BAY, WIS. 18,765	Specialist in collective negotiation
KENOSHA, WIS. 19,127	Attorney
CASPER, WYO. 13,943	Specialist in collective negotiation

SYSTEMS WHICH REPORTED THAT THE QUESTIONNAIRE WAS NOT APPLICABLE

Systems with 100,000 or more enrollment

Los Angeles, Calif.
Broward County, Fla.
Dade County, Fla.
Duval County, Fla.
Atlanta, Ga.
Hawaii--entire state
New Orleans, La.
St. Louis, Mo.
Memphis, Tenn.
Dallas, Texas
Houston, Texas

Systems with 50,000-99,999 enrollment

Birmingham, Ala., city schools
Jefferson County, Ala.
Mobile, Ala., city and county schools
Long Beach, Calif.
San Juan School District, Calif.
Brevard County, Fla.
Hillsborough County, Fla.
Orange County, Fla.
Palm Beach County, Fla.
Polk County, Fla.
DeKalb County, Ga.
Louisville, Ky., city schools

Systems with 50,000-99,999 enrollment (cont.)

Caddo Parish, La.
East Baton Rouge Parish, La.
Jefferson Parish, La.
Buffalo, N. Y.
Charlotte-Mecklenburg School District, N. C.
Tulsa, Okla.
Charleston County, S. C.
Greenville, S. C.
Metropolitan School System, Nashville, Tenn.
Austin, Texas
Fort Worth, Texas
San Antonio, Texas

Systems with 12,000-24,999 enrollment

Pittsfield, Mass.
Jackson, Mich.
Taylor, Mich.
Willoughby-Eastlake School District, Ohio
West Allis, Wis.

Systems with less than 12,000 enrollment

Niles Township Community High School District, Ill.
Great Neck, N. Y.

JOB DESCRIPTIONS OF FULL-TIME PROFESSIONAL NEGOTIATION SPECIALISTS

Director of Employee Relations
Fort Wayne, Indiana

Functions:

Responsible for carrying on negotiations with both certified and classified personnel on major (annual) areas and day-to-day problem reconciliation. Is chairman in all such negotiation or problem meetings, acting for the Superintendent, with aid from other members of the Superintendent's staff. Reports directly to the Superintendent and has close working relationship with all areas of the system.

Aids and consults in the formulation of policy affecting both classified and certified personnel employed in the school system. Performs research and surveys of wages, salaries, and employee benefits for comparable positions in other school systems as well as in business and industry. Recommends and advises on policy and decisions involving wages, salaries, and employee benefits. Is responsible for coordinating and updating the policy manual in keeping with board action on policy or administrative rules or regulations.

Maintains current knowledge of all local, state, or federal legislation touching on areas of employee relations in the school situation. Is responsible for all areas of employee relations. Assumes all other responsibilities and duties as may be specifically assigned by the Superintendent.

Qualifications:

Is a properly certified employee with a master's degree and preferably has completed one year beyond the master's degree. Must have actual employee relations working experience totalling at least 10 years in either the school or business environment.

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Director of Employment Relations
Wichita, Kansas

The primary responsibility of the Director of Employment Relations shall be to serve as the chief negotiator for the board of education at meetings held by the board with representative bodies negotiating employment matters with the board. The Director of Employment Relations shall be directly responsible to the Director of the Division of Personnel Services.

Major functions relating to the responsibilities of the position include:

1. Meets with members of the board of education, the administration, and the Advisory Committee for Negotiations to determine the procedures to be followed in negotiating sessions.

2. Keeps the board informed of progress being made in negotiating sessions.

3. Assumes the responsibility for the preparation of board proposals.

4. Examines and evaluates proposals made by teams negotiating with the board.

5. Assumes the responsibility for the preparation of counterproposals to be presented to teams negotiating with the board.

6. Serves as one representative of the board in working with grievances that are appealed to joint conference, Superintendent, or board of education level.

7. Is knowledgeable of contract provisions and current practices and trends in contract negotiations.

8. Maintains complete records of written proposals and counterproposals discussed in negotiation sessions.

••••

Director of Staff Relations
Jefferson County
Lakewood, Colorado

Typical duties:

1. Represents the board and the Superintendent in negotiations as so directed.
2. Represents the Superintendent as his designee in the process of resolving grievances.
3. Works in conjunction with the Assistant Superintendent of Personnel and keeps him advised of events surrounding employees.
4. Assures that agreements adopted by the board and recognized employee organizations will be supported and achieved.
5. Works with staff personnel in the evaluations of the fringe benefit program.
6. Is available to all employees for the purpose of discussing their problems and their recommendations affecting employee and staff relations.
7. Meets with principals and administrators to keep them informed of grievances and their results.
8. Represents the district in all third and fourth level grievances.
9. Is responsible for the interpretation of all agreements with employee groups.

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Executive Director of Staff Relations
Denver, Colorado

Basic function:

Assist the Superintendent by performing the role of chief negotiator with the various employee groups of the school system and representing him in the administration of the grievance procedures.

Major responsibilities:

1. Responsible for conducting negotiations and representing the position of the Superintendent and board of education with employee groups.
2. Represent the Superintendent in the administration of the grievance procedures, mediation, and arbitration.
3. Supervise the implementation of the policies concerning unit determination and recognition elections of employee groups.
4. Maintain liaison with administrative personnel for the purpose of reporting to the Superintendent areas of concern in negotiated agreements and possible areas for Professional Council consideration and/or future negotiations.
5. Conduct research in the area of employee relations.
6. Serve on the Superintendent's Cabinet.

Position characteristics:

1. Recruited by: Director of Personnel, Superintendent
2. Desired experience: Should possess an advanced degree with appropriate specialization in such areas as administration, psychology, sociology, and labor relations.
3. Personal traits: Broad knowledge of collective bargaining, ability to cope under stress with complex situations, extensive background in and knowledge of the operative procedures of the Denver Public Schools.

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Director of Staff Relations
Baltimore, Maryland

I. Function

In association with the Superintendent of Public Instruction, the Associate Superintendent for Personnel Services, and other professional staff members, to conduct negotiations with recognized professional organizations.

II. Duties

A. Conducts negotiations with those professional organizations elected as exclusive bargaining agents of the staff.

B. Secures from the Superintendent, Associate Superintendent for Personnel Services, other central office personnel, and the administrative staff in school buildings, information relating to proposals presented by organizations representing the staff.

C. Conducts hearings at Level II on grievances filed in accordance with the grievance procedure as adopted by the board of school commissioners.

D. Acts as resource person to the staff in matters relating to interpretation of new board policies resulting from conferences with professional organizations.

E. Serves as liaison officer to the board of school commissioners in areas of employee relations.

F. Assumes other duties as may be assigned.

III. Qualifications

A. Must possess:

1. A master's degree, preferably in administration.
2. Knowledge of Baltimore City Public Schools' policies, procedures, and programs.
3. Knowledge of negotiation procedures and familiarity with the evolving concept of public employer-employee relations.

B. Should possess:

1. Demonstrated ability to work cooperatively with colleagues.
2. Capacity to lead creatively and communicate successfully.
3. Demonstrated administrative ability.

****

Director of Employee Relations
Grand Rapids, Michigan

I. Major job responsibilities

1. Research and prepare collective bargaining proposals.
2. Act as chief negotiator for the board of education.
3. Organize, implement, and interpret the master agreements.
4. Conduct research and investigations, recommend to staff, and implement general employee benefits to all school board employees.

II. Functions performed in fulfilling major job responsibilities

1. Research all matters related to employee relations.
2. Make recommendations to staff and the board.
3. Write proposals and final agreements.
4. Negotiate.
5. Meet with principals, directors, and supervisors; give them instructions and guidance, and seek from them new ideas, concepts, and suggestions.
6. Research and resolve grievances.
7. Meet monthly with employee organizations.
8. Attend local, state, and national meetings concerning negotiations, in behalf of the Superintendent.

****

Director of Staff Relations
Anne Arundel County
Annapolis, Maryland

The Director of Staff Relations, responsible directly to the Superintendent, shall have the following duties and responsibilities:

1. Serve as advisor to the Superintendent and members of his staff on matters concerning staff relations.

2. Visit schools to evaluate the working conditions of employees and consult with administrative staffs on matters of employer-employee relationships, and recommend necessary action.

3. Attend meetings of supervisors, principals, and other administrators where decisions are being made which affect the working conditions of employees, and participate as a consultant.

4. Conduct continuous study of the effectiveness of board personnel policies and the need for changes and new policies.

5. Solicit from administrators and supervisors suggestions for items to be negotiated by the board.

6. Prepare or coordinate preparation of all personnel policies and salary schedules to be proposed for the board.

7. Counsel with employee groups and aid in the resolution of problems, including those involving unsatisfactory staff relations.

8. Meet from time to time with representatives from recognized employee organizations to discuss matters of mutual concern.

9. Conduct all elections held to determine recognition of employee organizations for negotiating privileges.

10. Serve as the spokesman and chief negotiator for the board in meetings, conferences, and negotiating sessions with organizations representing employees of the board.

11. Consult with the Superintendent, department heads, and appropriate administrative and supervisory personnel regarding the implications of proposals for negotiation from employee organizations.

12. Interpret the provisions of negotiation agreements to administrative, professional, and nonprofessional employees, and advise them on privileges granted and obligations imposed by negotiated agreements.

13. See that provisions of negotiated agreements with various employee organizations are implemented, including the completion of studies required by the agreements.

14. Assist and advise administrators in the resolution of employee grievances. Assist the Superintendent when a grievance procedure reaches his level by preparing for hearings and gathering background material bearing on the case, including applicable laws and precedents.

15. Represent the board at local and regional conferences pertaining to staff relations.

16. Perform other duties as required.

••••

Please print or type replies

Educational Research Service
October 1969

CHIEF NEGOTIATOR FOR
ADMINISTRATOR-BOARD TEAM

QUESTIONNAIRE FORM I

School system _____

City _____ State _____ Zip _____

It is believed that more and more school systems are designating a school administrator (below the rank of superintendent) within the school system to serve as chief negotiator for the administration and board of education and work full-time in the area of negotiation and/or employee relations. The purpose of this survey is to establish the extent of this trend. While this inquiry is primarily concerned with the type of position mentioned above (Question 2A below), opportunity is given to indicate the use of other types of chief negotiator.

Please read entire questionnaire before answering any questions

1. Give the precise title of the person who serves as chief negotiator for the administration and the board of education in collective negotiations.

_____

_____

2. Is this individual:

A. ☐ An outside specialist employed solely to serve as chief negotiator for the duration of negotiating sessions? If so, is he (check)

__ An attorney?
__ Specialist in collective negotiation (not an attorney)?
__ Other? (Please specify) _____

_____

IF YOU CHECK THIS BOX, DO NOT ANSWER THE REMAINING QUESTIONS, BUT PLEASE RETURN THE QUESTIONNAIRE.

B. ☐ A regularly employed staff member who may also serve in some other capacity (e.g., board attorney, director of personnel, director of public relations, school business administrator, etc.)

IF YOU CHECK THIS BOX BE SURE THE FULL TITLE OF THE INDIVIDUAL IS GIVEN IN QUESTION 1 ABOVE. IF ADDITIONAL ELABORATION IS NEEDED, USE BACK PAGE OF THIS FORM. YOU NEED NOT ANSWER QUESTIONS 3 THROUGH 7, BUT PLEASE RETURN THE QUESTIONNAIRE.

C. ☐ A regularly employed staff member whose full-time duties are in the area of collective negotiations and related functions (see Question 6).

IF YOU CHECK THIS BOX, PLEASE ANSWER QUESTIONS 3 THROUGH 7.

OVER →

3. What is the 1969-70 salary of the chief negotiator reported in Question 2C?

_____

4. Does he report directly to the superintendent? YES _____ NO _____

If NO, to what official does he report? (Please give full title of official)

_____

5. What qualifications does the incumbent possess?

QUESTIONNAIRE FORM

Education (degree and specific area) _____

Experience in education _____

_____

Experience in labor relations or law _____

_____

Other (please explain) _____

_____

_____

6. Listed below are some duties a person holding the type of position described in 2C above might perform. Check as many as apply. Add others that may be applicable. Use two check marks (✓✓) before those which are deemed to be of primary significance (i.e., are more crucial, more time-consuming, and more demanding). Put one check mark (✓) before the items of secondary significance. If the item is not applicable leave it blank.

___ (a) Serve as chairman of the administration-board negotiating team.

___ (b) Collect and prepare data and information required in negotiation sessions.

___ (c) Advise and confer with superintendent as to status of negotiations.

___ (d) At direction of superintendent, report to board on developments in negotiations.

___ (e) Brief principals and other middle administrators regarding demands of teacher negotiating team; obtain reactions of principals and other middle administrators.

___ (f) Brief principals and other middle administrators regarding the provisions and implications of the negotiated agreement.

___ (g) Obtain from principals, other administrators, and supervisors suggestions and recommendations for counter-proposals for subsequent negotiating sessions.

___ (h) Duplicate (or print) the negotiated agreement for distribution to the staff.

___ (i) Assist superintendent with press releases and in contacts with communications media, in cooperation with public relations department of school system.

___ (j) Monitor the implementation of the agreement.

___ (k) Conduct inservice training sessions for principals and other middle administrators to enable them better to cope with the changes and adjustments that result from collective negotiation.

___ (l) Administer the grievance procedures.

___ (m) Collect comparative data from other school systems and other sources relative to salary schedules, fringe benefits, and developments in negotiation.

___ (n) Collect copies of negotiated agreements, grievance procedures, and similar information from other school systems.

___ (o) Keep abreast of provisions and changes in state statutes on negotiation, court decisions, and relevant rulings of state agencies which administer negotiation procedures in the state.

___ (p) Other (please list and explain):

_____

_____

_____

_____

QUESTIONNAIRE FORM

PLEASE ENCLOSE JOB DESCRIPTION FOR THE POSITION IF AVAILABLE

7. Additional information or comments:

_____

_____

_____

_____

_____

_____

Return ONE copy to: EDUCATIONAL RESEARCH SERVICE
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1201 - 16th Street, N. W.
Washington, D. C. 20036

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